

2.03.00.00 - TRAINING AND DEVELOPMENT

2.03.01.00 Philosophy

R/W is committed to developing and maintaining a highly qualified and motivated work force that is representative of California's diverse population. Inherent in this commitment is the belief that a well-trained and motivated work force will improve efficiency, reduce costs, and offer an increased level of service to our customers.

2.03.02.00 General

Employees in R/W possess distinct and specialized skills. Additionally, all employees are expected to have basic computer literacy, good communication and interpersonal skills, and familiarity with the functions R/W performs.

Both formal and informal training is required for all employees. Formal training is offered in accordance with Caltrans' policies and falls into the following categories: mandated, job-required, job-related, personal development, upward mobility, and career-related. The formal training outlined in this section does not include mandated State and Department training courses required of all employees. Informal training refers to on-the-job training and is an essential element in our philosophy of developing well-trained employees.

2.03.03.00 Responsibility

All R/W employees share responsibility for developing and maintaining a well-trained work force. (See chart below.)

Employees' attainment of professional designations from associations such as the IRWA or the Appraisal Institute is beneficial to R/W. While it is the employee's prerogative to attain such designations, R/W will support this endeavor to the degree that it benefits the State.

2.03.04.00 Training Standards

Training standards are structured to give all employees basic knowledge of R/W operations and to provide skills necessary for optimum job performance. Each district, however, must ultimately assess its own needs, its available resources, and the personnel involved when determining employees' training.

A general orientation process is an important step in training employees new to R/W. The checklists (Exhibit 2-EX-1, Supervisor's Report of Employee Orientation, and Exhibit 2-EX-2, Orientation to Right of Way Functions) are guides for the first-line supervisor to follow to ensure that all employees become familiar with Caltrans in general and R/W in particular.

- **R/W Managers** - are responsible for coordinating, scheduling, funding, and monitoring statewide training courses and for developing new courses and training instructors.
- **Region/District R/W Managers** - are responsible for planning the training needs of district employees; maintaining training records; tracking, requesting and optimizing local funding for training; and identifying and providing personnel to be trained and used as instructors.
- **First-Line Supervisors** - are the primary managers and providers of training in their role as mentors. They are also responsible for developing an Individual Development Plan (IDP) for each employee and reviewing and updating it when a change in supervision occurs; completing probationary reports for new employees; annually reviewing and updating each employee's training history; and assessing the employee's training needs and incorporating these into the IDP.
- **Employees** - are ultimately responsible for their own personal and professional development. This includes assuming personal and fiscal responsibilities for developing some skills and abilities. They are responsible for identifying training needs to be included in their IDPs; for fully participating in assigned training; for seeking training opportunities to improve job performance and self-development (including performing on task forces, seeking developmental assignments outside R/W, serving on exam panels, serving as instructors, taking short-term assignments in other districts); for developing mentor and lead person skills to assist in training others; and for maintaining a current, personal training history.

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